



Enterprise Learning Management, otherwise known as ELM, is one of the exciting new product capabilities of Edison. ELM, which will be available on January 1, 2008, is a web-based solution that will allow agency staff to view course catalogs, enroll students, track certification requirements and manage all of their training information in a centralized location. Housing training information in one place will allow Edison to track an employee's training history, even if he or she switches agencies or divisions within agencies. Additionally, non-State personnel will be able to use ELM by signing up for courses through the State agency's learning administrator, and the State will be able to track their participation.

In addition to tracking employee training data, ELM has the capability to maintain information concerning rooms, equipment and materials. This allows the catalog administrators to see the equipment assigned to rooms when determining where to conduct classes. However, they will still need to follow internal agency protocol in reserving rooms.

There will be little data entry required for ELM because it is integrated with the

Edison Human Capital Management (HCM) and Financials modules. For instance, all learner personal information will come directly from the HCM module, thus eliminating the need to enter that data into ELM. Also, when an employee takes a course, the inter-agency billing will go directly to the Financials module. This level of integration will make ELM very simple to use.

Another feature of ELM is the ability to create a custom catalog of activities, including instructor-led, web-based and blended learning, which is a combination of the two methods. Each agency will be able to add their own classes to their catalog and to track and manage all internal courses. ELM will also house all classes offered through the Department of Personnel and OIR.

There are three ways employees will be able to sign up for classes through ELM:

1. Employees can request classes they want to take through Employee Self-Service (where automated workflow will route the request to the approver for verification);

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Letter from the Director

We are pleased to announce that Project Edison has completed the business



process design for the HR, Benefits and Payroll modules of PeopleSoft. We truly appreciate all of the work from the liaisons, agency Subject Matter Experts, Project Edison team, and countless other individuals who contributed to the successful completion of this goal! We are confident that with your continued help and support, we will have a positive and smooth Go-Live experience on January 1, 2008.

Now that we've reached this major milestone, we are configuring and testing the software to ensure that Edison will achieve the desired functionality. Once this work is completed, we will begin training on the software this fall.

As we move closer to the Go-Live date, more information will become available regarding business process changes, along with the exciting new capabilities that the Edison system will offer. This edition of *The Edison Report* touches on ELM, one of the new modules offered through Edison. In the months to come, we will provide additional information about other product capabilities and how Edison will affect the way we do business each and every day.

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All About ELM

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2. Managers can sign up employees through Manager Self-Service; and,
3. The system can automatically sign up an employee through the performance management process.

Information about employee training prior to January 1, 2008, will not be available through the ELM module. However, training coordinators will have the ability to use Training Information System to

generate transcripts of all pre-Edison coursework. Even though the information will not reside in ELM, employees will still retain credit for all the classes they have taken previously.

Prior to January 1, 2008, ELM will be used to sign up employees for Edison HCM training. In the coming months, more information will be made available regarding ELM's anticipated use during training. Be sure to visit the Edison Intranet site for additional information about ELM!

Letter from the Director

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As always, we encourage you to share your feedback and ideas with us as we are committed to effective communication. Feel free to send your comments and questions to us at edison@state.tn.us, and we will respond to you promptly. Again, thank you for your ongoing support of Project Edison!

Sincerely,

Stephanie Richardson
Director, Project Edison

Learning ELM Lingo

Once Enterprise Learning Management, or ELM, is introduced, some of the language the State uses to describe training will change.

Below are some of the new training terms within ELM.

Old Term

Training Coordinator
Student/Participant/Employee
State Employee
Non-State Employee
Instructor
Course Listings
Class

New Term

Learning Administrator
Learner
Internal Learner
External Learner
Instructor
Catalog
Activity

ASK EDISON

Q. Will there be help for me if I have trouble using Edison?

A. Of course! Besides the people in your agency who will be well-versed in the various Edison modules, Edison will also offer a special Help Desk. Edison consultants are trained in PeopleSoft and will be more than happy to assist you. Super complex problem? No worries! In the event that your issue is a high-level or critical problem, your Edison consultants will have additional support from the Edison senior support staff and Oracle/PeopleSoft resources if needed. Edison is committed to providing effective assistance needed for the implementation and maintenance of the new system, and supporting employees across the State.

To submit a question to Ask Edison, e-mail us at edison@state.tn.us. Your question may appear in a future issue of *The Edison Report*!

The Benefits of Project Edison

Before beginning Project Edison, an ERP Automation Assessment Study was conducted in 2003 to see if an ERP solution would be good for Tennessee.

Below are some of the potential benefits determined through the Study.

- Edison will allow the State to take advantage of best practices available to government organizations already built into PeopleSoft, giving managers the opportunity to eliminate some of the processes that have outlived their usefulness.
- The goal of Edison is that information will only be entered once. A lot of time can be wasted entering the same data into different systems. Currently, a department might have to enter identical information into TOPS, STARS, a service-delivery system, and an Excel spreadsheet.
- In Accounts Payable, the ERP study estimated that a reduction in the amount of time spent processing non-TOPS invoices could result in a savings of up to \$20 per invoice. Similarly, administrative services departments could see a savings of up to \$30 per purchase order from time saved in processing manually-generated purchase orders.
- Unlike the current systems that often have delays from the time things are entered, Edison will use real-time processing; so many results will be immediately available to all other modules and reports will be generated using up-to-date information.
- In addition, employees will be able to update their personal information, view pay stubs, complete annual benefits enrollment, view their leave balances, submit travel expenses, and check their Flexible Benefits accounts -- all online.
- Edison will utilize user-friendly features such as intuitive icons, pull-down menus, point-and-click navigation, pop-up windows, scroll bars, radio buttons, the use of color for clarity and emphasis, and tool bars to assist in the user's learning and ongoing use of the system.

For more information, go to our website at <http://intranet.state.tn.us/erp/>.

Benefits Of ERP In Other States

North Dakota

Studies conducted by North Dakota during deployment of their ConnectND system indicate that the approach is paying off, with savings expected to reach nearly \$9.9 million annually through decommissioning of legacy systems and continuous process improvements. Cost reductions come from eliminating 200 state agency and student administration systems using 20-year-old mainframes and manual processes.

Pennsylvania

The State of Pennsylvania realized several tangible and intangible benefits through their Imagine PA enterprise resource planning system:

- Electronic paycheck distribution via IES rather than by mail (\$500,000 annual savings);
- 2005 income tax forms were produced and distributed faster than in previous years (potential increased employee satisfaction);
- Improved efficiencies in operations and personnel management (\$1.2 million return to the state); and
- Payroll support was extended to support the Health Care Cost Containment Council (leveraging existing infrastructure to other agencies).

New Project Edison Intranet Site Unveiled



In an attempt to create a more user-friendly communication tool, Project Edison has recently redesigned our State Intranet site, which was unveiled in February. The Project Edison Intranet site houses all information about the project, including contact information, project plans, timelines and other useful information. It is our goal to regularly update the Intranet site to keep the information both useful and timely.

The Project Edison site features four major sections of interest. The left-hand menu bar provides navigation across the site and directs the user to team-specific information, such as HR, Financials, or Project Management. In this section, you can find general Edison information, PowerPoint presentations, and information relating to a specific Edison module.

The top/center section of the Intranet site is called "Edison Notes". Here we will feature

a regularly updated message from Edison management regarding current project events. Below this area is the section of the intranet site where the user will "Get Connected." This area is designed to provide quick access to assignments for Liaisons, as well as general information for the State viewing public, such as project status, access to assignments for Agency Liaisons, reports and other current information. The right-hand section is the "Featured Events" portion of the site. This section will highlight the current event or stage of the project, along with a quick link to more information about the event and a project calendar.

We invite all State employees to visit <http://intranet.state.tn.us/erp> to learn more about Project Edison. If you have any comments, questions or suggestions please feel free to contact us at edison@state.tn.us with your feedback.

Edison Alphabet Soup

Project Edison uses numerous acronyms to describe various aspects of the project. Below you will find some commonly used Edison acronyms, along with their meaning.

ACE = Agency Change Expert: Members of the Project Edison Team assigned to work directly with Agency Liaisons throughout the Edison implementation process

AIT = Agency Implementation Team: Members of State agencies who are responsible for assisting in the implementation of Edison

ELM = Enterprise Learning Management: The State's new training system of record

ERP = Enterprise Resource Planning: Project Edison is the State of Tennessee's Enterprise Resource Planning (ERP) system

FI / PU / LG = Financials / Procurement / Logistics: The *PeopleSoft* software that includes Financials, Procurement, Assets, Fleet, Plant and Inventory functions

HCM = Human Capital Management: The *PeopleSoft* software that includes HR, Benefits and Payroll functions

SME = Subject Matter Expert: Designated State employees who provide Edison with expertise on particular business processes

Understanding Change

“Why do you prefer to go to the same grocery store?”

This question was posed to the audience by Dr. Barry Bales in a session on January 19, 2007 titled, “Change Management: Edison Style.” Attending the session were approximately 100 participants, including: agency liaisons, their associated Edison agency change experts (ACEs) and Edison project management. Dr. Bales is a nationally-recognized leader in the field of change management from the University of Texas.

Dr. Bales presentation was intended to help participants better understand how large-scale changes, such as Edison, can be effectively planned and implemented. He also gave agency liaisons some tools and strategies to take back to their agencies to help State staff through the change process.

Before he answered the question posed at the start of this article, Dr. Bales asked everyone to write their name with the opposite hand. There were many chuckles at the results. He then asked about the group’s reaction if everyone were required to write routinely with the opposite hand. As expected, this idea was not well received.

Dr. Bales suggested that the opposite hand exercise and the grocery store question are both examples of asking (or requiring) people to do something new and unfamiliar. Both illustrate how change for some people can be uncomfortable, time-consuming, disconcerting and/or upsetting. At the same time, he pointed out that other people may enjoy the very same change! He said that Edison faces

the prospect of similar reactions by State employees who will be using the new system to perform their jobs.

Dr. Bales then led the group through a five-step process for implementing change. The five steps are:

1. Preparing to lead change
2. Create and communicate organizational vision
3. Understand and address resistance to change
4. Remove barriers to change
5. Reward/recognize changed behaviors

One of best-received exercises was asking the participants, in their roles as change agents, to prepare and deliver an “elevator story” for Edison. This is a story delivered to a colleague during a one- to two-minute elevator ride that communicates a positive message about Edison and the impending changes. Many excellent examples were created by participants. One story compared the change to Edison to “people adapting to cell phones.” At first, the reaction or attitude of many people was, “This is too complicated for me.” Then, over time, cell phones became more familiar, and their operation was “demystified.” Now, most people wonder how they ever lived without one! As this story-teller said, “I have been skeptical of changes before - VCRs, DVDs, etc. - but ultimately have adapted to the new way successfully. I can do it again.”

Feedback from the session was very positive. More than 80% rated the day as “very good” or “excellent” with respect to giving them practical ideas and tools they could take back to their agencies.

Edison Spotlight

Patrice

Steinhart, a MTSU graduate and a 15-year State employee, is the Manager of the Payroll/



Benefits team. Patrice began her career with the State in 1986 as an eligibility counselor for DHS. While working for DHS, Patrice completed course requirements to sit for the CPA, and passed. She worked at Metro’s internal audit office for 7 years prior to coming back to the State as Payroll Director.

Patrice joined Project Edison in May 2005, and believes that the project “has followed Thomas Edison’s philosophy of taking other people’s ideas and building on them to form new creations. In nine short months, our team will grow to close to 8,000 core users, and we have one common goal - an accurate and timely payroll on 1/15/08. It will take all of us working together to accomplish this goal.”

Interesting facts about Patrice:

- Patrice and Stevan, her husband of 22 years, have a daughter named Whitney who is a junior at MTSU.
- Patrice and her husband regularly go to Centennial Park on weekends (or other locales) to ballroom dance.
- In 2003, Patrice and fellow payroll co-workers began walking in the Country Music Half Marathon. She recently earned her best time of 2:53 while walking in the St. Jude’s half marathon in Memphis. Patrice plans to walk in the Country Music Half Marathon again this year along with several others from Project Edison.

Learning Edison: End-User Training

We will be conducting End-User Training to teach State employees how to use the HCM module of the Edison system, along with the new procedures and business processes vital to the success of the Project. From November 2006 to January 2007, the Edison Enterprise Readiness Team worked hard to determine, through various data requests, including the Edison Training Assessment Survey (i.e. Job Task Survey), the exact scope of end-user training, and the answers to numerous questions: Who needs to be trained? What do they need to learn? When do they need training? Where will they receive training? And how with the training be delivered?

With this information in hand, Edison team members were able to develop a preliminary course catalog, determine the curriculum and training materials needed, identify the number of instructors necessary, and begin to chart a training schedule. Based on the Training Assessment Survey, there are approximately 7,968 core users (managers and non-managers) that will need training in the HCM Phase of Edison. Edison will use four principal methods to deliver training: instructor-led training, train-the-trainer workshops, online web-based training and computer-based training.

Once the preliminary course catalog was developed, Edison estimated the total number of training seats and the total number of training days required per training course. The state was divided into eight "training" zones: Johnson City, Knoxville, Cookeville, Chattanooga, Nashville, Columbia, Jackson and



TRAINING TIMELINE

Memphis. Because many employees will need to attend more than one training class, it was estimated that 17,279 total training enrollments will be necessary for training across the entire State (with 9,750 total seats for Nashville alone) before the HCM Go-Live on January 1, 2008. Edison has determined that roughly 77 days will be needed between September 2007 and January 1, 2008 for adequate "Just-In-Time" training, which will provide the end-user with training prior to Go-Live, but with a timeframe small enough that users do not forget what they learned.

To accommodate the 9,750 total Nashville enrollments, seven facilities with 20 seats for 77 days would be necessary. Those numbers will change depending on the actual number of facilities available and the seating available. Edison is currently

attempting to secure training facilities to accommodate the large number of employees that need to be trained. Several agencies have already stepped forward to offer their facilities for training, and we thank them for helping Project Edison with this effort. However, we are still trying to secure additional training locations to accommodate the number of employees who need training. If your agency has training facilities with computer terminals that Project Edison could use for training, please contact us at edison@state.tn.us. Training is an integral component that will largely determine the success of Project Edison. We hope you will continue to partner with us to make this effort a positive one. We appreciate your ongoing support of Edison!

What has been completed?

- The End-User Training Plan
- Training Analysis, Design and Prototype (includes Training Assessment Survey)

Where is Edison HCM training today?

Beginning of

Development Activities

- Preparing for the development of course materials
- Reserving Facilities
- Assigning Instructors
- Planning for Enrollment
- Planning the Training Schedule